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MEMORANDUM FOR: Mr. [REDACTED]  
Chief Instructor, EUR Operations Course  
OTR Operations School  
1000 N. Glebe Road

SUBJECT: Student Comments on European Operations  
Course No. 2-69

1. I am submitting my comments in this fashion, rather than to use the handout critique form, since I wish to note two significant background/experience factors which perhaps cause me to have formed different thoughts than those of other members of the class. First, unlike most members of the class, I have had no previous experience with the Agency in the EUR area. Second, my tour of duty as a Staff member of Operations Course Phase I, OTR/Operations School already has served to give me recent retraining and practice in employing the techniques of clandestine trade craft. While these factors may have served to color differently my views of the course, the following comments are offered for what they are worth. They cover only the first two weeks of the course.

2. The content of the course overall provides excellent substance to achieve the objectives of the course. Particularly interesting and useful to me were the presentations given during the first week covering country situations and the analyses of trends affecting operations in these countries. In this regard, it would seem worthwhile to add specific coverage of [REDACTED]. These were barely mentioned in passing. Also it is highly recommended that a one hour presentation be added to cover [REDACTED], its charter and operations. The presentation on elicitation and [REDACTED]

[REDACTED]  
for this audience. Also one hour would seem to be sufficient time for its scheduling. The afternoon of 17 April scheduled for presentations on support mechanisms in [REDACTED] could have been presented in less time -- probably in a one hour panel presentation. The Reports Review was useful, appropriately pitched and presented in an interesting manner. The content of the technical subjects given appeared to be very suitable and, by and large, presented in an effective manner, even though the classroom facilities were crowded and poorly arranged for a class of this size.

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3. The field exercises are well conceived to give the students a fair amount of practical work in tradecraft in a brief period of time. To improve this phase of the course it is recommended that a period or periods of guided class discussion or seminar sessions on each of the tradecraft topics be scheduled prior to the actual on-the-street work by the students. It would seem also that more teaching benefit could accrue from short oral critique sessions after each of the exercises. The lack of discussion prior to the [REDACTED] exercise was especially noted in the fact that several roles [REDACTED] were not played in realistic fashion; and as a result full benefits of the exercise were not achieved by any of the participants on such a team.

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4. A comment in terms of scheduling would suggest a greater mixing of the types of presentations. Particularly this applies to the first week when most every day is filled with lecture type presentations. If the lectures and practical work could be more evenly mixed throughout the course it would be helpful to the student, and give some lecturers brighter audiences. I realize this is much more difficult to do here where you lack in facilities, but it would be highly desirable when possible to do.

5. I am mindful of the difficulties in designing a course that must treat with such a disparate grouping in terms of ages and operational experiences. I think this is a good course. It is always good to be up-dated as to how things are being done in other, new, and changing operational environments. And, I know of no officer who can say he has actually used tradecraft in practical application so much that he does not need additional practice.

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

25X1A

DATE 2 May 1969

25X1A

TO: (Office building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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